Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Agency IT Strategic Plan

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Agency Profile & Strategic Direction

Agency Mission Statement:

VDOT will plan, develop, and deliver on-time and on-budget the best possible transportation system for the traveling public.

Agency IT Vision Statement:

Information Technology will help VDOT meet its critical business needs by improving agency responsiveness, effectiveness and efficiency, through innovative research, defined architectures, planning and optimal use of technology. We are known by three distinct entities including Information Technology Applications Division (ITAD), Information Technology Operations Division (ITOD), and Field Support Services. We maintain the largest agency field support structure, supporting 330 sites, and providing computer connectivity to over 600 buildings in the Commonwealth. Our focus will be on:

- * Prioritization, development and and on-time, on-budget execution of all IT projects
- * Delivering major project milestones every 3-6 months
- * Exploiting current data and improving data quality
- * Migrating mainframe applications to relational databases
- * Spatially enabling data, when possible and appropriate
- * Enhancing data integration and reporting through agency-wide application interfaces with the Data Warehouse and GIS Integrator
- * Leveraging existing application code and architecture to accelerate project implementation
- * Integrating VITA project management guidelines into current processes
- * Centrally organizing agency application management in IT Application Division
- * Maintaining excellence in server, mail and network operations
- * Identifying server consolidation opportunities
- * Maintaining highly-skilled workforce through challenging assignments combined with rewards and recognition programs

Information Technology will be successful in employing state-of-the-art technologies to develop and support IT applications and special projects, using innovative development methodologies, industry-standard best practices, and agency-wide project management tools and measures. Management oversight will ensure compliance with all accountability mandates.

Total Employees: 10,000

Total IT Employees: 315



Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Project Selection Criteria:

Projects are submitted to ITAD by the business units as the need arises, and entered into an ITAD Project Tracking System. Proposed projects are screened for applicability to the core functions, and to ensure that they meet agency strategic plans. ITAD managers periodically approve and rank new projects. We have a prioritized list of major and non-major IT projects for the agency.

Business Case Development:

CPM guidelines provide for templates that are used in business case development. This ensures that the process is standardized and repeatable. Further ranking by set criteria results in an overall ranking among all other projects scheduled for development.

Risk Assessment Methodologies:

All major projects, through the Project Management Methology are required to create a risk management plan. Risk assessment then is focused on technical risk and development risk, with standard elements reviewed for risk, and mitigation strategies defined as required. The Risk Management Plan provides the documented procedures necessary to identify, record and mitigate all risks encountered in a project. Major projects are required to use an electronic tool such as Risk Radar to automate its risk management activities.

Prioritization Schema:

ITAD managers rate each proposed project by the following critical factors: Strategic Value, Impact on Business Efficiency, Fiscal Viability, Technical complexity, and Project Risk. A factor of 1 to 10 is applied to each, then the total score is compared to all other projects, giving the releative priority of this project compared to all others in the queue.

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub- Function Description
EXECUTIVE MANAGEMENT	Efforts to assist the Governor in statewide management of state activities.	Executive Management	This program may be used with the prior written approval of the Department of Planning and Budget
RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Land Management	Efforts to conserve, protect, develop, and manage land resources of the state.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation Regulation	Efforts to regulate the operation of ground transportation modes through registration, licensing, taxation, and other activities.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation System Planning and Research	Efforts to plan and design a system of ground transportation, including the planning and design of particular ground transportation projects.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Highway System Acquisition and Construction	Efforts to acquire land for, prepare detailed plans for, and construct roads of the interstate, urban, primary, and secondary highway systems.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Highway System Maintenance	Efforts to maintain the interstate, urban, primary, and secondary highway systems of the state.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation System Safety	Efforts to promote the safe transport of people and goods over the ground transportation system of the state.

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Toll Facility Operations	Efforts to operate toll facilities in the state highways system.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Financial Assistance to Localities for Ground Transportation	Efforts to provide monetary support to localities for capital improvements and/ or maintenance of roads and/ or transportation facilities.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Priority Transportation Projects	Projects identified in Transportation Act 2000.
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Financial Assistance from Tobacco Settlement	Deposits received from Master Settlement Agreement with tobacco product manufacturers 7450100, Payments to the Tobacco Indemnification and Community Revitalization Fund: Payments from Master Settlement Agreement with tobacco product manufacturers to Tobacco Indemnification and Community Revitalization Fund.
SUPPORTIVE OPERATIONS	Efforts to provide logistical and ancillary support to state agencies on a reimbursable basis.	Transportation Pool Services	Efforts to provide ground transportation pool services for state agency use.



Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Key Customers Associated With Each Core Business Activity:

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub- Function Description
RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Land Management	Efforts to conserve, protect, develop, and manage land resources of the state.
Key Customers All citizens of the Com	monwealth of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation Regulation	Efforts to regulate the operation of ground transportation modes through registration, licensing, taxation, and other activities.
Key Customers			other detivities.
All citizens of the Com	monwealth of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation System Planning and Research	Efforts to plan and design a system of ground transportation, including the planning and design of particular ground transportation projects.
Key Customers			transportation projector
All citizens of the Com	_		
All citizens of the Com	monwealth of Virginia; VDOT	employees	
GROUND TRANSPORTATION Key Customers	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Highway System Acquisition and Construction	Efforts to acquire land for, prepare detailed plans for, and construct roads of the interstate, urban, primary, and secondary highway systems.
Key Customers Citizens of the Commo	nwealth of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Highway System Maintenance	Efforts to maintain the interstate, urban, primary, and secondary highway systems of the state.



Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Key Customers			
All citizens of the C	Commonwealth of Virginia		
Private and Public	sectors who use VDOT facilities	S.	
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Ground Transportation System Safety	Efforts to promote the safe transport of people and goods over the ground transportation system of the state.
Key Customers	·		,
All citizens of the C	Commonwealth of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Toll Facility Operations	Efforts to operate toll facilities in the state highways system.
Key Customers	·		
Citizens of the Con	nmonweath of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Financial Assistance to Localities for Ground Transportation	Efforts to provide monetary support to localities for capital improvements and/ or maintenance of roads and/ or transportation facilities.
Key Customers			
All citizens of the C	Commonwealth of Virginia		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Priority Transportation Projects	Projects identified in Transportation Act 2000.
Key Customers			
Citizens through th	e policy makers		
GROUND TRANSPORTATION	Efforts to plan, develop, maintain, and regulate all forms of ground transportation.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.
Key Customers	•		
All citizens of the C	Commonwealth of Virginia		
All eligible VDOT e	mployees		



Secretariat: Transportation Agency Code: 501

Executive Management

Agency: Department of Transportation

EXECUTIVE Efforts to assist the MANAGEMENT Governor in

Governor in statewide management of

state activities.

This program may be used with the prior written approval of the Department of Planning

and Budget

Key Customers

Business groups Citizens groups

Citizens through the policy makers Commercial transportation users

Government entities- Local

Government entities- Other State govt.

Government entities-Federal

Motorists

GENERAL SERVICES

Efforts to provide administrative and logistical support to state, regional and local agencies. Financial Assistance from Tobacco Settlement

Master Settlement
Agreement with tobacco
product manufacturers
7450100, Payments to
the Tobacco
Indemnification and
Community Revitalization
Fund: Payments from
Master Settlement
Agreement with tobacco
product manufacturers to
Tobacco Indemnification
and Community
Revitalization Fund.

Deposits received from

Key Customers

Business groups

Citizens groups

Citizens through the policy makers

Commercial transportation users

Government entities- Local

Government entities- Other State govt.

Government entities-Federal

Motorists

SUPPORTIVE OPERATIONS

Efforts to provide logistical and ancillary support to state agencies on a reimbursable basis.

Transportation Pool Services

Efforts to provide ground transportation pool services for state agency use.

Key Customers

Business groups

Citizens groups

Citizens through the policy makers

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Commercial transportation users

Government entities- Local

Government entities- Other State govt.

Government entities-Federal

Motorists

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Key Activites and Associated Outcomes:

Key Activity	Associated Outcome
Customer Relationships	Assign individual accountabilities to attain performance measures in FY04
	Identify and target customer needs and preferences based on customer satisfaction survey results by end of FY05
	Implement 2003-2004 communications plan in FY04
	Promote enhanced web based customer service functions with the goal of increasing visits to those web site areas by 10% in FY04
Delivery of Transportation Program	40% of construction contracts completed by original specified completion date for FY04
	75% of construction contracts completed within 110% of contract award amount for FY04
	Assign individual accountbilities to attain performance measures in FY04
	Statewide specification compliance as measured by construction quality improvement program will be at least 90% for FY04
Development of Transportation Program.	70% of all advertisements in 24 month Ad Schedule are Green on the Dashboard all the time for FY04
	Assign individual accountabilities to attain performance measures in FY04
	Develop and obtain approvals for Phase II of the statewide multi-modal transportation plan (VITRANS2025) in FY04 (target December 2003)
	Implemented cost estimating process improvements in FY04.
Environmental Stewardship	95% of all Environmental Reports in compliance
	Assign individual accountabilities to attain performance measures in FY04
Financial Accountability	95% prompt payment compliance in FY 04.
	95% prompt payment compliance in FY04

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

95% prompt payment compliance in FY04.

Assign individual accountabilities to attain performance measures in FY04

Assign individual accountabilities to attain performance measures in FY04.

Develop simple financial reporting documents for public in FY04

Develop simple financial reporting documents for public in FY04 (target Sep 2003)

Develop simple financial reporting documents for public in FY04.

Establish staffing for systems development and financial contrals in FY04

Establish staffing for systems development and financial controls FY 04

Establish Staffing for systems development and financial controls in FY04 (target Dec 2003)

Implement debt policy in FY 04

Implement debt policy in FY04

Implement debt policy in FY04 (target April 2004)

Implement VDOT controlled APA recommendations in FY04

Implement VDOT-controlled APA recommendations in FY 04.

Implement VDOT-controlled APA recommendations in FY04 (target Dec 2003)

Recommend cash balances in FY 04.

Recommend cash balances in FY04

Recommend Cash Balances in FY04 (target Sep 2003)

60% of maintenance contracts completed by original specified completion date for FY04

90% of maintenance contracts completed within 110% of contract award amount for FY04

Maintain and Operate Transportation Infrastructure



Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Maintain and Operate Transportation

Infrastructure

Assign individual accountabilities to attain performance measures in FY04

Complete and implement Asset

Management process improvements in

FY04

Implement Random Condition Assessment program in FY04

Resource Planning and Development

Adapt competency based approach for building career groups, planning employee development and building learning paths for top 1/3 of career groups in FY04

Assign individual accountabilities to attain performance measures in FY04

Define and implement succession planning pilot process in FY04

Implement new Learning Center organizational structure and align with agency business units in FY04

Implement next generation web based Learning Management System in FY04

Track all centrally received Learning Center training in FY04

Utilization of Applied Research and Technology

Assign individual accountabilities to attain performance measures in FY04

Assign individual accountabilities to attain performance measures in FY04.

Develop a measure and use it to maintain efficient, effective, and high performing PC Networks, servers, communications devices, and software applications to support core services in FY 04.

Develop a measure and use to maintain efficient, effective, & high performing PC networks, servers, communications devices, & software applications to support core services in FY04

Develop efficient & effective designs, specifications, practices, materials, methods, models, analysis & technology applications resulting in improved mobility planning, reduced congestion, traffic flow, safety and convenience to travelers in FY04

VA

Transportation Secretariat: Agency Code: 501

Department of Transportation Agency:

Utilization of Applied Research and Develop efficient and effective designs, Technology specifications, practices, materials, methods, models, analysis and technology applications resulting in improved mobility planning, reduced congestion, traffic flow, safety and convenience to travelers in FY04.

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects. http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Integrated Six Year Programming System	06/01/2003	07/01/2004	\$2,000,000
Violation Enforcement System	06/01/2004	06/01/2006	\$5,000,000
Program/Project Management System Upgrade	12/01/2003	12/01/2005	\$4,000,000
Statewide Traveler Information System	04/01/2003	10/01/2005	\$8,640,000
Statewide Business Security System	07/01/2003	06/01/2006	\$5,000,000

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Statewide Video Distribution Service	09/01/2003	12/31/2004	\$1,170,000
Highway Traffic Records Information System (HTRIS) Technology Upgrade	07/01/2003	12/01/2004	\$3,000,000
American Association of State Highway & Transportation Officials (AASHTO) Bridgeware Implementation	10/01/2003	06/03/2005	\$2,000,000

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

Project Formal Title Coleman Bridge Automated Toll Facility	Planned Start Date 02/01/2003	Planned Completion Date 12/30/2004	Estimate At Completion \$2,700,000
"EZ Pass" Reciprocity	12/01/2004	07/01/2005	\$10,000,000
Financial Management System (FMS II) Upgrade	07/01/2003	12/31/2005	\$18,613,000
Client-server "Trns*Port" System	01/01/2003	07/01/2004	\$3,100,000
Comprehensive Environmental Data Reporting System (CEDAR)	01/01/2003	08/30/2004	\$2,500,000
Asset Management System	03/01/2003	11/30/2004	\$2,047,000
Hampton Roads Sffic	1/2002	′01/2005	\$3,500,000
Software for Civil Engineers	1/2000	30/2005	35,000,000

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Project Formal Title Planned Start Planned Estimate At

Date Completion Date Completion

Pinners Point 11/03/2002 11/05/2005 \$3,250,000

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

Financial Applications

Determine if the VITA Oracle Consolidation project will be advanced in the near-term. Evaluate the feasibility of incorporating these additional projects into the VITA Oracle Consolidation project.

Financial Management System (FMS II) Upgrade

Video Conferencing

Work with the VITA Telecommunications and Network Services staff to evaluate options, to use VITA contracting vehicles, and to obtain VITA videoconferencing expertise and standards. Opportunities to leverage locations of videoconferencing facilities across the state should be evaluated.

Statewide Video Distribution Service

Voice Over IP/Telecommunications

Work with the VITA Telecommunications and Network Services staff to evaluate options, to use VITA contracting vehicles, and to obtain VITA telecommunications expertise. Consolidate procurements where possible.

Statewide Traveler Information System

Secretariat: Transportation Agency Code: 501

Department of Transportation Agency:

Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

Procurement Description	Planned Procurement Delivery Date	Estimated Procurement Cost
FMSII Maintenance	07/01/2005	\$2,000,000
Traffic Signal Communications	07/01/2005	\$2,000,000
FMSII Maintenance	06/30/2006	\$2,000,000
Traffic Signal Communications	06/30/2006	\$2,000,000

Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

Secretariat: Transportation Agency Code: 501

Agency: Department of Transportation

Non-major IT Projects

Approved for Planning—The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Construction Manpower Mgmt System	01/10/2004	08/01/2004	\$300,000.00
Construction Quality Improvement Program (CQIP)	01/02/2004	10/01/2004	\$111,925.00
Eminent Domain Appraisals (COTS)	10/01/2003	04/01/2005	\$345,000.00
Environmental Spatial Data Management	06/30/2002	06/30/2005	\$350,000.00
GIS Centerline Management	01/01/2003	01/01/2006	\$250,000.00
IRMA Upgrade	01/01/2004	07/01/2004	\$100,000.00
Land Use Permits (Phase II)	06/01/2004	06/01/2005	\$250,000.00
Mobility Data Store	01/01/2002	09/30/2004	\$850,000.00
PETS Prelim Engineering Tracking System	07/01/2003	07/01/2004	\$250,000.00
Proof of concept - secure web portal	07/01/2003	07/01/2004	\$250,000.00
Security & Emer Mgmt CO internal Web portal	07/01/2003	07/01/2004	\$250,000.00
Site Manager Phase II	07/05/2004	12/05/2005	\$300,000.00
VOIS Enhancements	04/01/2003	07/01/2004	\$250,000.00

Secretariat: Transportation Agency Code: 501

Department of Transportation Agency:

Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

Procurement Description	Planned Procurement Delivery Date	Estimated Procurement Cost
Bentley Comprehensive Support Program	06/30/2006	\$348,000
Bentley Comprehensive Support Program	06/30/2005	\$348,000
Communications Support - WesCorp	08/05/2004	\$300,000
FALCON Document Management	06/30/2006	\$137,000
FALCON Document Management	06/30/2005	\$137,000
Systems Support for Traffic Signal System - PB Farradyne	06/30/2006	\$100,000
Systems Support for Traffic Signal System P.B. Farradyne.	06/30/2005	\$100,000

Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.